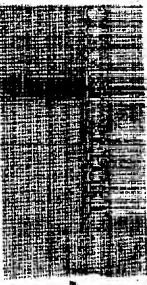


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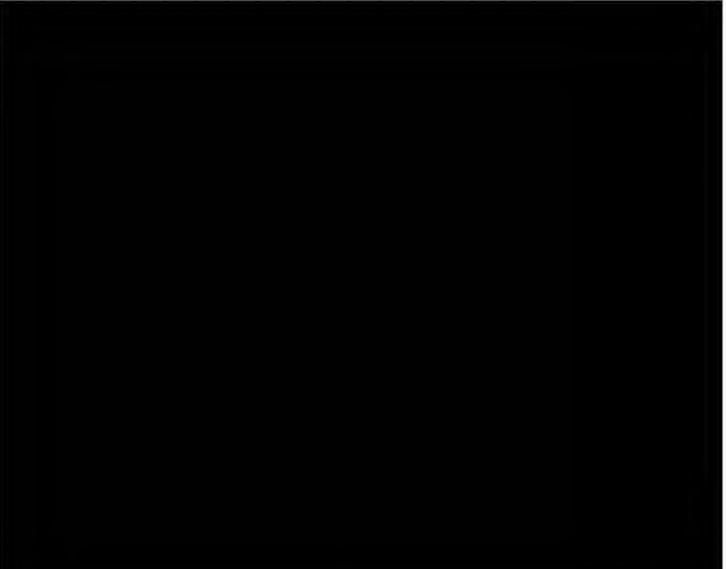
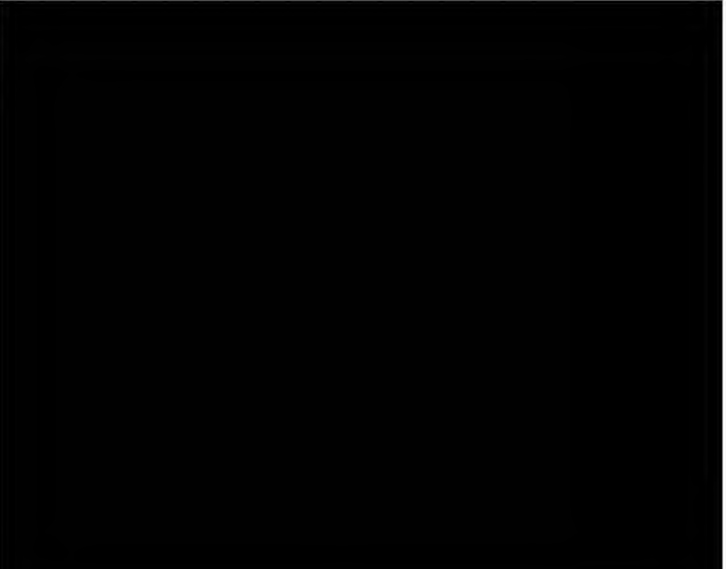
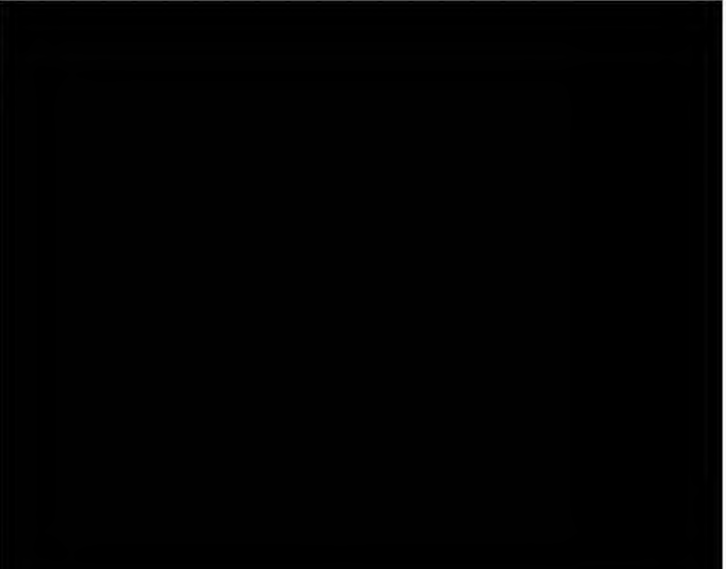
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Report  
Analysis of the Office of Personnel  
Personnel Management Program Opinion Survey  
Summer 1976  
(DDS&T Career Service Respondents)

25X1A

1. (S) This report is based on data taken from the Office of Personnel opinion survey conducted in the summer of 1976 which randomly sampled approximately [REDACTED] of the Agency's staff employee population. The response rate of 80 percent for the DDS&T Career Service is well above the Agency average. In addition to the very good response rate, the distribution of responses among the several demographic categories is representative of DDS&T manpower levels.

25X1A	<u>Category</u>	<u>Number/Respondents*</u>	<u>Percentage</u>
		<u>DDS&amp;T ODS**</u>	<u>DDS&amp;T Sample</u>
	A. <u>Pay Grade (Level)</u>		
	1 to 4		
	5 to 8		
	9 to 11		
	12 to 13		
	14 to 15		
	16 and above		
	B. <u>Sex</u>		
	Male		
25X1A	Female		

\* The values in each category do not agree with the overall total of returns [REDACTED] because some respondents elected not to provide selected background information.

\*\* On duty strength as of 12/76

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<u>Category</u>	<u>Number/Respondents</u>	<u>Percentage</u>	
		<u>DDS&amp;T. ODS</u>	<u>DDS&amp;T Sample</u>
C. <u>Ethnic Group</u>			
Minority Group			
Non-Minority Group			
D. <u>Age</u>			
25 or below			
26 - 34			
35 - 44			
45 and over			
E. <u>Geographic Location</u>			

25X1A

2. (A/IUO) This report is specifically intended to assist DDS&T management officials in identifying possible problem areas in their administration of various personnel management programs. For this reason, the analysis calls attention to and tends to emphasize negative employee responses. Research in survey evaluation methodology indicates that a negative rate of 20% or less is not usually significant. Negative response levels grow in significance as they approach the 40% mark, and those exceeding the 40% level are usually highly significant and serious enough to deserve special attention and possible action. These percentages may be used as a general guide with reasoned flexibility.

3. (C) Employee responses are examined by major topic area and, as warranted, reference is made to population statistics such as age groups, GS levels, sex, etc.

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a. Manpower Utilization/Work Recognition

(1) Survey results reveal that the large majority of DDS&T employees feel they are making good use of their abilities and are doing the kind of work they like to do. There is some evidence, however, that the lower graded employee is less likely to feel this way. At the GS 05-08 levels, for instance, 27 percent of the respondents say they are not doing the kind of work they would prefer doing; only 11 percent of the respondents at the GS 12-13 levels hold this view. Ethnic minority and female respondents also hold a more negative view on this subject than other groups. Statistical patterns suggest that a significant number of GS 05-08, female, and ethnic minority respondents come from the same population sample, i.e., in general, the levels and kinds of responses to survey questions of these groups are quite similar.

(2) The higher the grade of the respondent the greater the probability the person feels satisfied with having enough to say about how to do the work and with being allowed to try new work methods. Groups of different education levels vary significantly in their opinions on how efficiently a component is doing its job: thirty-five percent of those with advanced degrees do not feel the work in their component is being efficiently accomplished; the percentage drops to sixteen for those with high school level education.

b. Career Development/Career Counseling

Employee opinion on whether the Career Service has been successful in meeting its career management responsibilities is divided, with the somewhat larger percentage not satisfied. Half of those surveyed claim not to be aware of the recently prepared Developmental Profiles which are intended to improve employee understanding of career development. The majority of respondents indicate their supervisors do not talk to them about their career prospects. They also believe that the Career Service has not been of much help to them in career related matters. A fairly significant number of males surveyed (27%) feel they would jeopardize their standing in the Career Service if they responded to a vacancy notice. Survey results reflect a substantial amount of employee uncertainty or ignorance on the subject of employee career management. It may be that a number of employees lack specific concern for the subject, or they may lack the information necessary to form an opinion or make a decision on the matter. More negative than positive opinion is evidenced, but it also is significant that a large percentage of employees do not offer an opinion on the subject.

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c. Training

The percentage of males receiving Agency sponsored training exceeds that of females and, understandably, is related to the individual's grade and length of service, i.e., the higher the grade and the longer employed the more probable it is that the individual has received Agency training. Fifty percent of the GS 05-08 respondents are not satisfied with opportunities to gain experience and training for higher level work. Supervisors are much more satisfied than non-supervisors on this score, i.e., 64 percent compared with 44 percent.

d. Promotions/Performance Evaluations

(1) Satisfaction with promotion opportunities seems to correlate with the grade of the individual. While only 25 percent of the GS 05-08 respondents are satisfied with promotion opportunities, this percentage increases to 50 percent for GS 14-15 level employees. Attitudes toward the fairness of promotions also correlate with the grade of the individual as does employee understanding of the Career Service's promotion system. About half as many females as males claim to understand the system. Once more, the opinions of females and employees at the lower grades correspond. Employee feelings on the question of promotions may relate more to perceived limited opportunities for advancement (especially for non-specialized or non-technically oriented employees) than to the promotion system per se.

(2) A large majority of employees (77%) claim to understand the difference between the Letter of Instruction (LOI) and the job description, yet nearly half say that the LOI has not helped them better understand their jobs. The Fitness Report receives fairly good marks as a vehicle for reflecting an employee's job performance, with the most respondents claiming awareness of the criteria their supervisor uses to determine Fitness Report ratings; nevertheless, 30 percent claim they are not kept well informed of how they are doing on the job. Young employees (those under 25) and those having less than two years of service are less aware than others of how supervisors determine Fitness Report ratings.

(3) Opinion on the Career Service's comparative evaluation system is evenly divided. Among the groups displaying the highest negative vote are females (58%), GS 05-08 employees (63%) and ethnic minority employees (58%). A significant number of respondents aged 26-34 (66%), along with the other groups mentioned, feel they do not know the criteria used to determine competitive rankings. Employee ignorance on this matter appears to be considerable.

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e. Equal Employment Opportunity

As stated elsewhere, females and respondents belonging to an ethnic minority tend to respond similarly to survey questions. In comparison to others, these two groups feel they might get into trouble if they filed a discrimination complaint. A fair number of respondents (26%) believe that racial minority groups are treated better than other employees. A similar percentage believe that women are treated worse than other employees. Some 25 percent of the female respondents and those belonging to an ethnic minority believe better job opportunities have been denied them because of their sex or race. A like percentage of these groups feel the Agency is not making progress in EEO matters. As might be anticipated, a number of older respondents, i.e., those over 45, feel that younger employees receive better treatment (35 percent negative opinion). However, survey results indicate that the majority of DDS&T employees believe the Agency is making progress in providing equal employment opportunities for all employees.

f. Compensation/Recognition

(1) Satisfaction with the fairness of pay for work performed tends to correlate with the employee's age and grade, i.e., the higher the age and grade the greater the percentage of those satisfied. The survey indicates that a higher percentage of males than females believe they are paid fairly. However, most respondents seem to be satisfied on this question and feel they are given credit for doing a job well.

(2) Employees at the lower and middle grade levels are less satisfied than others with the publicity afforded Honor and Merit Award recipients. Differences among age groups are also rather marked, e.g., 28 percent of the respondents in the 26-34 age range are satisfied compared to 44 percent of those aged 35-44. Only a third of those surveyed believe the Agency's Honor and Merit Award Program is effective and that management uses the Quality Step Increase (QSI) appropriately. Lower graded and younger employees tend to be more critical of the use of the QSI than their counterparts and, not surprisingly therefore, twice as many supervisors as non-supervisors indicate satisfaction with management's QSI award practices.

g. Grievances/Adverse Actions

(1) Career Service procedures for handling grievances are more likely to be understood by those who are older, more senior, and have longer service. The percentages of male and supervisory

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respondents who understand grievance procedures are nearly double those of females and non-supervisors. The same pattern holds true with respect to employee satisfaction with grievance procedures. Actually, a fair number of respondents (28%) even claim not to know what a grievance is, thus ignorance or uncertainty about the subject characterizes the situation for a fairly substantial number of employees.

(2) The majority of those surveyed do not understand 'selection out' procedures nor do they understand how employees are declared surplus. The percentage of those who understand these matters increases with age, grade and length of service. It is curious to note that a greater percentage of employees serving abroad than at home understand how the Career Service identifies employees for selection out.

#### h. Advancement Opportunities

(1) Less than half of those surveyed feel they have adequate opportunities for advancement; men are more satisfied on this question than women (49 versus 26 percent). GS 05-08 level employees and those with just a high school education are less inclined than others to be satisfied with their career prospects.

(2) Satisfaction with the opportunity to transfer to other Directorates in the Agency varies according to the employee's age. In general, employee satisfaction diminishes with age, e.g., 44 percent of those aged 26-34 are dissatisfied; this figure rises to 59 percent for those aged 35-44. Employee feelings are evenly split regarding opportunities for intra-Career Service rotational assignments, although females are more satisfied than males on this question. The majority of respondents believe management should give greater attention to employee career planning. Satisfaction on this question increases with the age, grade, and service time of the employee. Forty-three percent of those surveyed at the GS 05-08 levels and 40 percent of the non-supervisory respondents believe their Agency careers are not headed in a relatively clear direction.

#### i. Morale

(1) Morale in the DDS&T is moderately high, tending to be higher for those in the more senior grade range. A majority of respondents believe that Agency morale has been negatively affected by external disclosures, etc., but few (9%) believe it has affected

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their attitudes toward Agency employment, or has significantly influenced their ability to do their jobs. Opinion is rather evenly divided on the question of whether the Agency's ability to function in the near or long-term future will be seriously hampered as a result of Congressional inquiries.

(2) Employee morale is influenced by many factors other than those external to the Agency. Survey findings as reflected in respondent written comments cast light on some of those employee concerns having their origin within the Agency or Career Service (See Addendum II for an analysis of these concerns).

4. (C) Conclusions:

a. An important purpose of the Agency-wide survey was to establish a base line against which future survey data could be compared, and the significance of some of the data must be viewed as tentative. Additional surveys will be necessary to develop a normative reference and provide an improved basis for interpreting employee attitudes.

b. Agency conditions were anything but normal at the time the survey was conducted. Major public attention had been drawn to the Agency's operations for the first time in its history. Employee faith and confidence in the Agency was shaken. Successive Agency Directors admonished employees to be vigilant for illegalities and wrongdoing in the work activity of their colleagues. Disclosures by former employees about their work activities was the cause of additional employee anxiety and concern. Such revelations by former employees were without precedent.

c. As suggested previously, many employee concerns are rooted in internal matters. A substantial number of DDS&T employees feel that Career Service has not been helpful in providing assistance on matters related to their careers. In particular, women, ethnic minority employees, and those in the lower grades (GS 05-08) find their career development program unsatisfactory. Perceptions of the DDS&T career management program are clouded by employee uncertainty about what it is supposed to accomplish. The question is: who has what responsibility? Career counseling efforts could become counter-productive if employee understanding of the career development process is not improved, and if employee career expectations are not satisfied. It is most important that insofar as possible the Career Service assist employees in establishing realistic career goals. Toward this end, management should provide employees with both sufficient and reliable information. Employees may then intelligently

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weigh alternatives and pursue appropriate action steps toward achieving their career objectives.

d. Survey results show marked differences in the perceptions of the more senior grade employees and those at the lower grade levels. Age, grade, and length of service are factors which are recognized as having impact on the depth of an employee's understanding of an organization and its personnel programs. But the degree of relatedness in the DDS&T Career Service suggests that management may be relying to a considerable extent on osmosis as the process by which newer and younger employees are informed; the older, experienced employees gain much of their understanding by the simple fact they have been employed longer and have assimilated more. Communication in the Career Service seems uneven and many survey respondents said they were uncertain, or undecided, in reacting to questions. Was this due to a feeling of ambivalence toward an issue or a lack of familiarity with the subject itself?

e. The large majority of employees say they understand the difference between the job description and Letter of Instruction (LOI), but not nearly as many find the LOI to be helpful in better understanding their jobs. Specific action will probably have to be taken by management officials to improve employee perceptions toward the LOI, else it likely will not serve its purpose as a management tool very well.

f. Equal employment opportunity is an issue of some concern in the Career Service particularly for those belonging to an ethnic minority. A number of employees believe that ethnic minority employees are treated better than other employees. Under the circumstances, management may find it difficult to improve the perceptions of minority employees regarding Career Service EEO practices without risking an increase in resentment among the majority.

g. Morale in the DDS&T is very good for the most part. A majority of employees feel the work in their component is being accomplished efficiently, and that they are making good use of their skills and abilities. A few problem areas in the personnel management program of the Career Service do exist and improvements may be difficult to realize, but the Career Service has reason to take encouragement from the results of this survey.

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